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September-October 1995

INSCOM JOURNAL

FOR THE MILITARY INTELLIGENCE PROFESSIONAL



INSCOM Senior Leaders
Special Section

Battle Deception



This **Journal** is dedicated to a most critical aspect of INTEL XXI; *its people*. The challenge to make Force XXI a reality is personal, directed to each of us and to all of us collectively. The challenge is especially true for those of us who lead people and concentrate their energies toward Force XXI. The theme for this issue is leadership.

Leadership is a very personal skill developed over time. We cannot learn it in one sit-down lesson. We can lose it unless we practice it continuously. There are as many definitions of leadership as there are leaders. Army Field Manual 22-100 tells us leadership is the "process of influencing others to accomplish the mission by providing purpose, direction and motivation." We at INSCOM don't dwell on definitions. We are all experts in our own techniques and styles; what works for me in a given situation may not work for you at all. That's the key to INTEL XXI leadership: recognizing that situations and circumstances are always changing. There are no pat solutions, no matrices to lead you to decision "C" when situation "A" and circumstance "B" exist. We must change to meet new challenges in INSCOM every day, all over the world.

There is one constant in leadership: the end result. We must blend the goals and aspirations of our people with the mission and objectives of INSCOM. In other words, we as leaders must blend the things our soldiers



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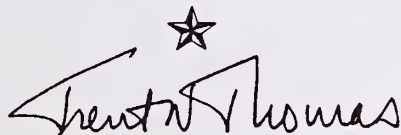
FOR THE MILITARY INTELLIGENCE PROFESSIONAL

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and civilians want to do with the missions our units must do. This basic challenge is the same for our company commanders, battalion and brigade commanders, and group commanders. It is the same for soldiers and civilians and men and women; for the active forces as well as the National Guard and U.S. Army Reserve professionals.

INSCOM leaders know full well that INSCOM gets things done through people. We don't lead tanks or computers or unmanned aerial vehicles. We lead the commanders of those tanks by allowing them to "see" the battlefield through our intelligence. We lead the soldiers and civilians who operate the computers and high tech flying machines. We don't lead INSCOM units; we lead the members in them. Each year, the INSCOM Journal publishes the photos and names of both the commander and command sergeant major of each of our units. This year, they were asked to share their experiences with you so you could learn what is important to them in today's Army.

All INSCOM leaders worldwide are doing "Great Stuff" when it comes to practicing personal leadership. I'm proud of all of you, and prouder still to lead you.

A handwritten signature in black ink, reading "Trent N. Thomas", with a five-pointed star above the first name.



Brig. Gen. Trent N. Thomas (Photo by Shirley Startzman)

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(Photo by Shirley Startzman)

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Burgess In Command of 470th

Col. Ronald L. Burgess Jr., assumed command of the 470th MI Brigade from Col. Walter J. Wright on July 12, 1995. Brig. Gen. Trent N. Thomas, INSCOM commanding general, was the reviewing officer. Burgess arrived at Fort Amador, Panama, after completing the Air War College. His previous assignments include commanding the 125th MI Battalion in Hawaii.

Burgess and his wife, Marta, have five children: Lee, Regina, Julia, Mary, and John.

During the change of command ceremonies, Thomas recognized Wright's achievements by awarding him the Legion of Merit, 2nd Oak Leaf Cluster. Wright personally monitored the reduction of force structure due to implementation of the Treaty Implementation Plan, the resubordination of the Military Intelligence Battalion (Low Intensity) to the 513th MI Brigade, and the activation of the Airborne Reconnaissance Low (ARL) platform. The soldiers of the 470th deployed in support of operation Uphold Democracy in Haiti, operation Safe Haven, the Cuban migrant camps in Panama, and other deployments throughout Latin America.

Wright and his wife, Mary, have moved to Fort George G. Meade, Md. They have four daughters: Maggie, Katie, Sara and Jessica.

Henry J. Riley Memorial Scholarship Awarded

The Reserve Officer's Association awarded the 1995 Henry J. Riley Memorial Scholarship to Lt. Col. Warren E. Snyder, chief of Individual Readiness Branch, Directorate of Reserve Affairs at INSCOM headquarters. Snyder received the \$500 scholarship for graduate students based on his academic standing, community service, and military leadership.

Snyder, a native of western Pennsylvania, is studying for his doctorate in adult education at Virginia Tech and plans to use the money to pay for books.

18th Annual Command Award Winners

"The Best of Best" of INSCOM were honored at an INSCOM headquarters award ceremony Aug. 18, 1995. The number and quality of recommendations for this year's Command Awards produced stiff competition in every category; the selection committee had a tough job selecting this year's winners.

Brig. Gen. Trent N. Thomas, INSCOM commander, approved the recommendations of his committee and honored the winners in conjunction with INSCOM Day festivities at Fort Belvoir, Va.

The list of awards and their winners appears below.

1. Col. Richard F. Judge Military-Civilian Team Improvement Award given to one military and one civilian: Sgt. Maj. Suzanne L. Edwards and Patrick F. Breslin from the Office of the Deputy Chief of Staff for Logistics, Headquarters, INSCOM. Special Team Award to Maj. Anne D. Zimmerman and Marian J. Okada, 500th MI Brigade.

2. Albert M. Small Award to William M. Feeney, National Ground Intelligence Center, and David L. Phillips, 702d MI Group.

3. Jackie Keith Action Officer of the Year Award to G. Duane Whitman, Office of the Deputy Chief of Staff for Operations, Headquarters, INSCOM.

4. Virginia McDill Award to Sue A. Schaus, Office of the Deputy Chief of Staff for Logistics, Headquarters, INSCOM.

5. Equal Employment Opportunity Award to Karen E. Kovach, U.S. Army Intelligence Threat and Analysis Center.

6. Annual Wage Grade Award to Roger G. Poe, Mission Support Activity—Vint Hill Farms Station.

7. Local National Employee of the Year to Boonlai Dharawang, 500th MI Brigade.

8. Volunteer of the Year Award (Individual) to Sgt. 1st Class Thomas L. Adams, U.S. Army Field Support Center.

Asked what the Special Team Award meant to them, the team offered a salvo fire explanation: "The award is all about building teams, meeting challenges," began Zimmerman, "...and never, ever giving up!" said Okada, finishing the sentence.

Marian Okada (right) accepted the Special Team Award.



(Photo by Shirley Startzman)

Company Validates 70 percent of METL

The transition of Company C, MI Battalion (Low Intensity), 513th MI Brigade, from Guardrail V to Medium Altitude Endurance-Unmanned Aerial Vehicle is complete. The company supports the Advanced Concept Technology Demonstration (ACTD) MAE-UAV "Predator." Company C provides the organizational structure, pilots, communications, maintenance and command and control to manage this joint program.



In October 1994, the company moved from El Mirage, Calif., to Fort Huachuca, Ariz., to set up operations and develop flight profiles. During February and March 1995, Predator flew missions supporting the Joint Task Force 6 (JTF6).

Company C validated 70 percent of its mission essential task list (METL) while demonstrating the capabilities of the system to the law enforcement agencies who controlled the operational tasks.

On the first night mission and endurance flight, the Predator broke the world record for UAV endurance flights with a flight time of 40 hours, 17 minutes. The Pentagon received the video imagery from Fort Huachuca, Ariz., on Feb. 13-14, 1995.

(Submitted by 2nd Lt. Erin Iverson)

Retention Team is Airborne!

Re-enlisting soldiers in a typical brigade may be a walk in the park, but in a unit with subordinate elements and soldiers dispersed over 700 miles in Japan, you need rotors, not feet. The 500th Military Intelligence Brigade's Retention Team used a UH-1 (Huey helicopter) to re-enlist Staff Sgt. Jesus Gonzalez, Sagami Depot, and Staff Sgt. Ricardo Herrera, Yokota Air Base, Japan.

Because Sagami Depot and Yokota Air Base are two hours away in opposite directions from Camp Zama, the team solicited air support from the 78th Aviation Battalion to complete its duties.

"It's great to be in an organization where commanders and sergeants major are so involved with the program and taking care of soldiers," explained Staff Sgt. John Cage, brigade career counselor. "Col. Kloster (brigade

commander) attends every active duty and Reserve Component ceremony possible. If he is unable to attend, he sends personal notes to the soldiers thanking them for their continued service."

(Submitted by Staff Sgt. Don Moore)

Rybak Wins Knowlton Award

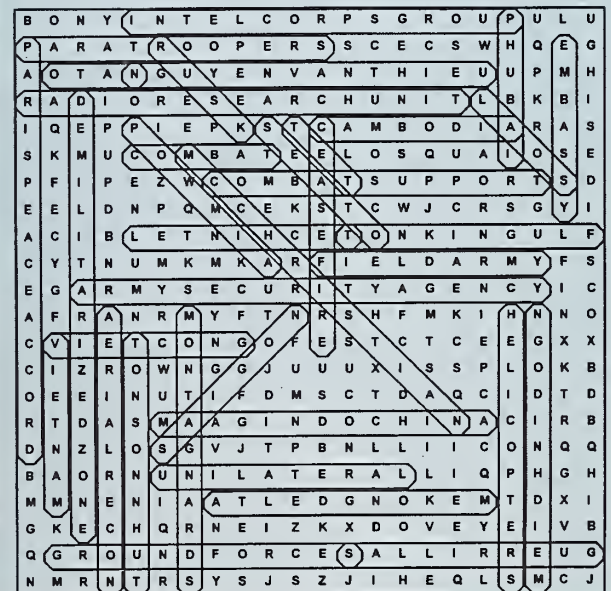
Edward Rybak was awarded the Military Intelligence Corps Association's Knowlton Award for superior support to military intelligence during the annual MI Hall of Fame ceremony. The ceremony were held June 30, 1995, at the U.S. Army Intelligence Center at Fort Huachuca, Ariz.

The award was named after Lt. Col. Thomas Knowlton, who commanded "Knowlton Rangers," the first intelligence and reconnaissance unit in the U.S. Army during the American Revolution. Col. John H. Black (retired), president of the Military Intelligence Center Association, presented the award to Rybak.

Rybak works part time as a special consultant to the INSCOM commanding general.



Vietnam Puzzle Solution





(Photo by Shirley Startzman)

Deception

The “Queen of the Battlefield” can mass the effects of combat systems at decisive points by using the “Eyes of the Battlefield”

By Col. Craiger C. Parker

The views expressed in this article are those of the author and do not necessarily reflect the official policy or position of the Department of the Army, Department of Defense, or the U.S. Government.

The infantry battalion commander pondered the mission he had just received as he rode back to his command post in the relatively cool evening hours of what had been a hot day. The more he thought about it, the more he realized he would have to integrate and synchronize battlefield systems at a level of effectiveness rarely achieved either in training or in actual combat. His challenge was

to optimize the employment of all the systems at his disposal in order to gain time, efficiency and effectiveness.

The battalion was providing the opposing force against the division during a major training exercise. It was already thinly stretched performing a myriad of missions around the clock. The soldiers had been hitting the division's rear area and combat units day and night for nearly a week, simulating the stress of battle on troops, leaders, equipment, and the division's combat systems. The newly assigned mission would add additional stress to the battalion's tired leaders and soldiers.

The battalion commander thought humorously of the backslapping glee

with which his staff and company commanders had greeted the news they would be the opposing force for this exercise. Here was an opportunity to have fun at the expense of their friends in other units. Although functioning as the opposing force had turned out to be fun and a great training opportunity, it caused leaders at all levels to reach down into their inner resolve in order to maintain the pace and professionalism the mission demanded. Everyone was tired. While the troops cleaned their gear and caught some sleep, the officers and NCOs conducted their reconnaissance and prepared for the next mission.

Now, however, the battalion had been given an additional mission. In 48 hours, it would deliberately

attack a brigade sector which was well defended. In addition, the division placed its cavalry squadron well forward to provide early warning. The commander knew the battalion would probably have to attack to penetrate two well-defended lines of defense, starting with the division covering force...not an easy task for a light infantry battalion.

While all this was running through his mind, the seeds of a concept of operation were starting to germinate. Before too many decisions were made based on speculation, he needed "hard" intelligence. The infantry battalion commander was exceptionally pleased a reinforced company from the division's military intelligence battalion was attached for the opposing force mission. Not only could they start gathering valuable electronic and signals intelligence, but they just might add significantly to the infantry's combat power for the attack. The infantry commander wished he didn't have so much of his combat force committed to so many missions, but that was beyond his control. To execute this new mission, they needed a daring plan that optimized all of the combat resources he could muster...

including the troops from the MI company.

The commander briefed his executive officer and principal staff on the new mission, and asked for a staff estimate later that evening. He closed the quick update by telling the staff to consider a course of action which would give the MI company a significant mission.

"Consider using the MI Company to cause the enemy's covering force to vacate at least part of its prepared positions on one of its flanks, thus allowing the infantry to seize, unopposed, the dominant terrain the enemy occupies," he said.

The scout platoon leader was given the mission of conducting a dismounted ground reconnaissance of the flanks of the covering force. The MI company commander was given the same mission, except this reconnaissance would use military intelligence unique capabilities. The MI company commander was surprised and pleased when the infantry lieutenant colonel said the MI

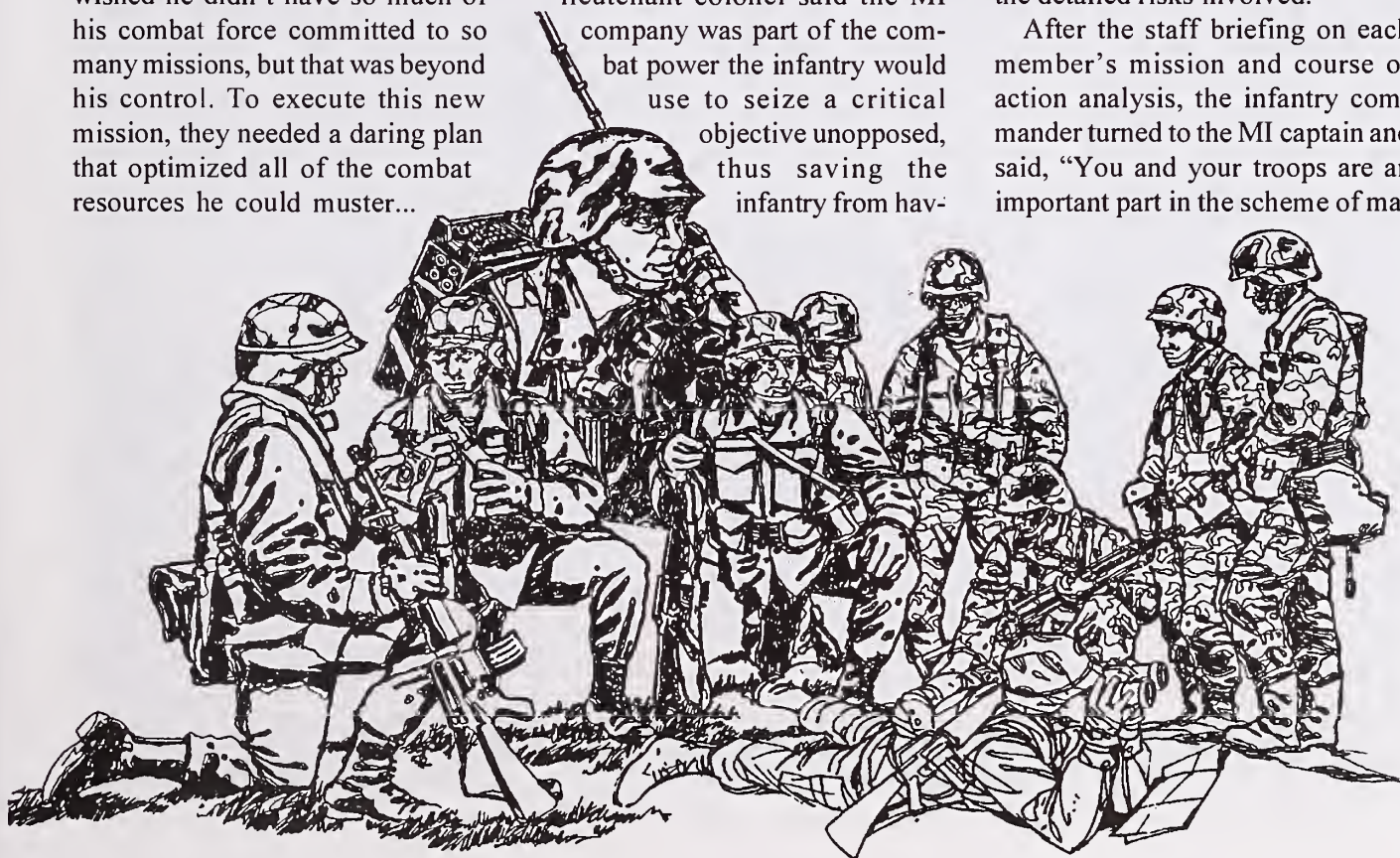
company was part of the combat power the infantry would use to seize a critical objective unopposed, thus saving the infantry from hav-

ing to fight two successive engagements against well prepared defenses. Leaving the tactical operations center, the MI company commander wondered if the company could do it.

Yes, there was a way, but it would require skill, good timing, and a sound plan that was fully integrated with the infantry battalion's plan. It would also require a level of trust and cooperation that few MI leaders and units get to share with other soldiers on the battlefield. This wasn't going to be some long range and sterile mission. This was going to be up-close and personal.

By daylight the next morning, the MI troops had located the division covering force and determined their approximate locations down to platoon level. The company commander reported this assessment to the infantry battalion commander, confident the MI troops could execute the mission if the infantry commander was willing to accept the detailed risks involved.

After the staff briefing on each member's mission and course of action analysis, the infantry commander turned to the MI captain and said, "You and your troops are an important part in the scheme of ma-



neuver! I want you to cause the enemy platoons occupying the northern half of the covering force objective to leave their positions and relocate. As soon as they vacate their positions, we'll seize the dominant terrain with infantry and create a breach, through which we'll pass the rest of the battalion. In fact, if you can get the entire ground covering force to relocate to their rear that would be ideal. As a minimum, you need to cause the two cavalry platoons in the northern part of the objective to move south by at least three kilometers."

Deception was going to be part of the scheme of maneuver! Sure, there was risk involved, but the young commander knew the MI soldiers had the training, equipment, and skill to pull it off. If they failed, the whole operation was doomed. The captain had given the infantry battalion commander an honest

assessment on which to make an informed decision. Now it was time for the troops to prepare to execute a daring plan hinged on the MI soldiers' professional competence and time-tested American ingenuity.

0200 hours, no moon, bone-chilling cold. The infantry battalion started moving from its base of operations to attack through the division covering force and into a dug-in infantry brigade. The MI company commander moved with the command group, which seemed surprisingly small. For some reason, the young captain thought it would be larger and noisier.

The captain's troops had monitored and penetrated the covering force's radio nets during the preceding 36 hours. Knowing the infantry would attack at 0600, the MI soldiers had created a scenario that would cause the covering force commander to think the main attack was going

to hit his southern flank. An infantry platoon and some vehicles were moving noisily along the southern flank to lend credibility to the deception. Meanwhile, the infantrymen conducting the main effort masked their movement behind the woods and terrain between themselves and the enemy covering force.

Though the MI commander had back briefed the infantry battalion commander in detail and gone through the rehearsals, the captain kept the commander informed of what the MI troops were doing and how the the covering force was responding. Both commanders were surprised at the ease with which the MI company entered the covering force's radio nets and were accepted.

They began monitoring radio messages (after finding the frequencies), before slowly beginning to participate in the normal radio traffic. By 0540, they were creating



Smoke, combined with noise and bogus radio messages, confuses the enemy. (Photo by Shirley Startzman)



Scouts watched the enemy's covering force pull out of position and move south. (Photo by Shirley Startzman)

confusion and intense pressure. At 0545, the MI company troops ordered the two northern cavalry platoons to displace to the southern battle position. The platoons failed to authenticate the order, which had been one of the infantry battalion commander's major concerns. Within 10 minutes, the battalion scout platoon reported the enemy's covering force on the northern part of the objective was pulling out of position and starting to move south.

Timing was critical. The infantry companies poised to attack moved forward rapidly and occupied their assigned objectives unopposed. As planned, the infantry quickly consolidated on the objective and secured the breach through which they would continue the attack. The infantry battalion commander breathed a sigh of relief, telling the MI company commander "Good

job." Initiative and momentum were important, so when the breach was secure, the infantry moved quickly toward the division's main defenses. Meanwhile, the covering force was still trying to figure out what was happening.

The battalion commander was pleased. They had achieved tactical concentration, and massed the effects of all the battlefield operating systems. By doing so, they were able to synchronize and mass fires and effects in a unique way, and they had overwhelmed an adversary who thought he held a significant tactical and firepower advantage. The MI company's vital role in the scheme of maneuver allowed the infantry to preserve its fighting strength and seize the initiative.

After the mission, the infantry battalion commander visited the MI company and found the company's

commander and key leaders conducting an after action review. The battalion commander joined the AAR and shared his view of how important their role had been and how well they had performed.

Several lessons were learned by both sides, lessons which made better soldiers out of everyone. During the exercise, they had practiced current doctrine, and relearned Sun Tzu's dictum written over 2,400 years ago, "*... war is based on deception. Move when it is advantageous and create changes in the situation by dispersal and concentration of forces.*"



Col. Craiger C. Parker is the Chairman, Department of Military Strategy, Planning and Operations at the U. S. Army War College.

Vietnam

It was a conflict 30 years in the making...and 20 years later, we're still trying to understand the events leading up to it.

By Retired Master Sgt. Ronalyn Huber

When President Harry S. Truman established the Truman Doctrine in 1945, he had no way of knowing the effect it would have in Vietnam 30 years later. While his Doctrine gave military aid to countries threatened by communist expansion, President Truman purposely set no limit to the geographical framework within which support was to be given.

"I believe that it must be the policy of the United States to support free peoples who are resisting attempts of subjugation by armed minorities or by outside pressure," said Truman.

The United States began with the Truman Doctrine of involvement and ended with the "Vietnamization" of withdrawal, which ultimately spelled defeat for South Vietnam. The events leading to the total withdrawal of American troops in Vietnam spanned the terms of six U.S. presidents, numerous policies and a marathon of negotiations.

President Truman established the first United States military mission in Indochina in 1950, calling it the U.S. Military Assistance Advisory Group-Indochina (MAAG-Indochina). The MAAG's mission was to aid the forces of France and the Associated States in Indochina. Thus President Truman paved the way for events that would culminate 15 years

later in a U.S. combat role in Vietnam.

On Sept. 8, 1954, the Southeast Asia Treaty Organization (SEATO) was formed by the United States, Great Britain, France, Australia, New Zealand, Pakistan, Thailand, and the Philippines. President

(NATO), SEATO had no standing military forces and the members made no specific pledge of military action. A separate part of the treaty extended security provisions to Laos, Cambodia, and the *free territory under the jurisdiction of the State of Vietnam*, should those nations request assistance.

On Oct. 15, 1954, Senator Mike Mansfield submitted a report to the Foreign Relations Committee of Congress. In his report on a visit to South Vietnam, he strongly endorsed Premier Ngo Dinh Diem as the only possible leader for a non-communist South Vietnam. If the Diem government fell, said Mansfield, the United States should consider suspending all aid to South Vietnam, since it was improbable any other suitable leader could be found. In a letter made public on October 25, President Eisenhower voiced his support for Diem, telling the Vietnamese prime minister the American ambassador to South Vietnam had been instructed "to examine with you...how an intelligent program of American aid given directly to your government can serve to assist Vietnam in its present hour of

trial."

Over the next six years, the U.S. advisers' strength increased in South Vietnam. The infiltration of communists troops and hostilities also increased consistently.



Skytroopers of the 1st Cav Div (airmobile), cross a rice paddy. (U.S. Army Photo)

Dwight D. Eisenhower, as did all treaty members, pledged to "act to meet the common danger" in the event of aggression against any of the signatories. Unlike the North Atlantic Treaty Organization

Despite his militant stance in 1961, President John F. Kennedy declined to send combat troops into Vietnam. He thought once Americans started sending ground combat troops, it would become an addiction. He persuaded Secretary of Defense Robert McNamara to join Secretary of State Dean Rusk in drafting a less aggressive memorandum on Nov. 15, 1961. Their memorandum approved more aid to Premier Diem, but deferred any decision to commit combat ground forces to South Vietnam.

The memorandum outlined military courses of action into two phases. During Phase A, the United States would immediately dispatch support troops and equipment, including helicopters, along with advisers necessary for training and operations. During Phase B, experts would study the feasibility of deploying major ground forces at a later date.

The Rusk-McNamara memorandum, as it became known, guided

The Expansion of Military Intelligence in Vietnam

By the INSCOM History Office

The Vietnam Conflict proved a formidable challenge to the capabilities of Army intelligence, as well as to the rest of the American defense establishment. The Army was forced to operate in an unfamiliar environment and deal with an unfamiliar language, under rules of engagement which gave the enemy a chance to accept or decline battle at will.

The detailed, quantified information on which the decision-makers of the day insisted was not easy to develop when the enemy was a guerrilla under jungle canopy. Nor was it easy to

develop when the exact state of the "hearts and minds" of an indigent population involved in a civil war was difficult to assess. Under such conditions, it is not surprising the performance of Army intelligence engendered controversies which lived on long after American troops withdrew from Southeast Asia.

As long as the American military presence in South Vietnam was confined to an advisory role, the demands on the Army's intelligence resources were not excessive. In early 1965, the Military Assistance Command, Vietnam (MACV) was receiving intelligence support from a collection detachment subordinate to the Japan-based 500th Intelligence Corps Group, a counterintelligence detachment, and some 200 intelligence officers serving as advisers with South Vietnamese troops. In-country cryptologic work was handled by the United States Army Security Agency's 3d Radio Research Unit (RRU), which comprised aerial as well as ground-based elements.

The insertion of American troops in large numbers changed all of this. In response to the requests of Maj. Gen. Joseph A. McChristian, MACV Assistant Chief of Staff for Intelligence, or J-2, the 525th Military Intelligence Group was deployed in packets from Fort Bragg, N.C., in 1965 to serve as command-and-control headquarters for the intelligence effort. It was joined by the 1st Military Intelligence Battalion (Aerial

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A Radio Direction Finder in Vietnam.

(U.S. Army Photo)

policy for the next two years and expanded America's involvement in South Vietnam.

On Aug. 7, 1964, both houses of Congress overwhelmingly approved Public Law 88-408, which became known as "The Tonkin Gulf Resolution." This resolution gave the President authority to "take all necessary measures to repel any armed attack against the forces of the United States and to prevent further aggression...including the use of armed force, to assist any member or protocol state of the Southeast Asia Collective Defense Treaty."

The U.S. moved from a strictly advisory role to incorporating fighting forces in 1964 and 1965. The Tonkin Gulf Resolution became increasingly controversial among senators and members of Congress as President Lyndon Johnson used

it to expand his country's commitment to the war in Vietnam. President Johnson adhered to his beliefs in the "domino theory" as it pertained to the spread of communism, and had escalated the war in Vietnam when the resolution was repealed in May 1970.

At 2:30 a.m. on Jan. 30, 1968, a 19-member Vietcong suicide squad blasted a large hole in the wall surrounding the United States Embassy in Saigon and rushed into the courtyard of the compound. For the next six hours, the guerrillas held a section of the embassy building until they were routed by an assault force of American paratroopers who landed by helicopter on the building's roof. Meanwhile, some 84,000 North Vietnamese and Vietcong forces moved toward their targets in South Vietnam's seven

largest cities and attacked 30 provincial capitals ranging from the Mekong Delta to the Demilitarized Zone. One of the largest and best coordinated assaults of the war, the Tet Offensive, was under way.

Tet is the Vietnamese lunar New Year festival, celebrated as a national holiday. It had been customary during the war to observe a cease-fire during the Tet holiday. However, during this Tet holiday, Vietcong and North Vietnamese troops launched simultaneous attacks.

The United States initially viewed the Tet Offensive as a strong advantage due to the number of enemy troops killed. Though the Army had destroyed enemy forces in far greater numbers than in any other period in the war, it had a negligible impact on the United States' prospects for victory. The Chairman of the Joint Chiefs said in essence, for all its losses, the enemy had both the capability and the will to continue the struggle indefinitely.

On March 19, 1969, then Secretary of Defense Melvin Laird coined the word, "Vietnamization" to announce a new policy of our 37th president, Richard M. Nixon. Vietnamization was President Nixon's program to gradually turn the war over to the South Vietnamese while phasing out American troops. The program had two distinct elements: first, the unilateral withdrawal of American troops from South Vietnam; and second, the assumption of greater military responsibilities by the South Vietnamese Armed Forces to make up for that loss.

On April 10, 1969, National Security Advisor Henry Kissinger, with the approval of President Nixon, issued National Security Study Memorandum 36 (NSSM 36), directing Secretary of Defense Laird to prepare "a specific timetable for



US Army personnel were in Vietnam serving as advisors and assisting in logistics operations. (U.S. Army Photo)

Vietnamizing the war.” The plan was to cover “all aspects of the U.S. military, para-military, and civilian involvement in Vietnam, including combat and combat support forces, advisory personnel and all forms of equipment.” Its objective was “the progressive transfer...of the fighting effort” from American to South Vietnamese forces.

Over the next four years, the American people witnessed this Vietnamization of the war. The U.S. gradually withdrew, transferring military responsibilities to South Vietnam.

Vietnam peace talks began in Paris on May 12, 1968; however, no progress was made over the next four years of negotiations. In late May 1971, Kissinger resumed discussions with the North Vietnamese in Paris. The talks stalled for another year, with the status of the Thieu regime as the main obstacle.

(continued from page 11)

Reconnaissance Support) and the 519th Military Intelligence Battalion (Field Army).

Soon afterwards, two additional military intelligence groups were introduced, built from cellular teams dispatched from the United States. These were the 135th Military Intelligence Group, a counterintelligence unit; and the 149th Military Intelligence Group, which had a collection mission. The groups absorbed the personnel and functions of the 519th Military Intelligence Battalion’s counterintelligence and collection companies. Meanwhile, the 519th expanded to support four combined United States-Vietnamese processing and production centers. The unit included a large technical intelligence detachment whose efforts were augmented by detachments from the Army technical branches.

Nguyen Van Thieu had been president of South Vietnam since 1967.

From the start of the talks, the North Vietnamese insisted upon Thieu’s removal as an essential precondition to any peace agreement. After 10 years of struggle, both sides (North and South Vietnam) were unprepared to make the necessary concessions to bring peace. Each side thought it could achieve its objectives by means other than compromise.

On Jan. 27, 1973, representatives of the United States, South Vietnam, North Vietnam and the Vietcong formally signed cease-fire agreements in Paris. On March 29, the last 67 American prisoners-of-war held by

North Vietnam were released, and the last American troops left South Vietnam. Only a Defense Attaché Office and a few Marine guards at the Saigon American Embassy remained, although some 8,500 U.S. civilians stayed on.

On Jan. 4, 1974, President Thieu claimed “the war has restarted.” By April, the House of Representatives rejected the Nixon administration’s request to increase aid to South Vietnam. In August, they cut military aid appropriation for South Vietnam from \$1 billion to \$700 million.

Early in 1975, the communist forces began making major headway in taking over South Vietnam. On April 23, President Gerald Ford an-



The MACV-Studies and Observation Group was a joint service organization with a large Army component. (U.S. Army Photo)

In the fall of 1967, following the departure of McChristian, there was another substantial reorganization of intelligence units within South Vietnam. The 525th Military Intelligence Group restructured its subordinate units into six provisional battalions, respectively located at Da Nang, Nha Trang, Bien Hoa, Can Tho, Saigon, and (for a time) Tan Son Nhut Airport. The 135th and 149th Military Intelligence Groups subsequently were inactivated.

This effort was supplemented by the activities of over 600 intelligence

advisers serving with the Vietnamese and by intelligence detachments attached to all independent brigades and higher formations. It was also supported by aerial surveillance companies that operated in support of the “field forces,” Army corps-level headquarters organizations with additional advisory functions. Army Special Forces and the Vietnamese Montagnards under their control also played a significant

(continued on page 15)



Using Army intelligence, soldiers watched certain locations for anticipated enemy activity.

nounced the war was “finished.” On April 29-30, Operation Frequent Wind, the largest helicopter evacuation on record, began removing the last Americans from Saigon. The evacuation included American Ambassador Graham Martin and selected South Vietnamese. Saigon immediately fell to a North Vietnamese assault.

The U.S. approach to military strategy in Vietnam was through direct strategies. As a super power, the United States employed its military forces in a head-on, toe-to-toe armed struggle with the enemy. In contrast, the North Vietnamese approach to military strategy was through indirect strategies. One example of the indirect strategies used was the infiltration into South Vietnam and the use of psychological warfare on the South Vietnamese people, who were

very vulnerable after years of sustained conflict.

The United States fought a limited type war in Vietnam by joining other countries/nations in an announced commitment involving armed conflict. The North Vietnamese were fighting a revolutionary type war. The North Vietnamese communist forces’ objective was to overthrow the existing government through insurgencies, terrorism and armed conflict.

The predominant military strategic concept used by the United States in Vietnam was flexible response. Even though the early years of U.S. involvement in Vietnam focused more on containment, as the war escalated, the United States needed to meet aggression at an appropriate level with the capability of escalating it even more if required.

The North Vietnamese predominant military strategic concept was insurgency. As mentioned previously, the North Vietnamese communist forces sought to overthrow the existing noncommunist government using subversion and armed conflict.

The North Vietnamese achieved their objective. At 10:24 a.m. Saigon time on April 30, 1975, South Vietnam President Dung Van Minh announced an unconditional surrender, which North Vietnamese Army Col. Bui Tin accepted. The war was over.



Retired Master Sgt. Huber wrote this article while a student at the Sergeants Major Academy.

(continued from page 13)

role in furnishing combat intelligence.

Army Security Agency support in country expanded too. At the height of the war effort, the agency's 509th Radio Research Group, which had replaced the 3d Radio Research Unit, commanded a fixed field station at Phu Bai; the 224th Aviation Battalion (Radio Research); the 303d and 313th Radio Research Battalions, each attached to an Army field force; a communications security company; and 20 direct support units (DSUs) attached to divisions and brigades. Other ASA assets positioned in Thailand and the Philippines also supported the cryptologic effort.

As it evolved, the Army intelligence effort in Vietnam became heavily committed to collaboration with the South Vietnamese, who knew the language and ter-

rain and already possessed a useful, if fragmented, data base.

McChristian organized a Combined Intelligence Center at Ton Son Nhut Air Base near Saigon, manned by United States and South Vietnamese personnel and under the joint control of MACV and the South Vietnamese high command. Similar combined centers handled prisoner of war interrogation, document exploitation, and analysis of captured materiel. In a kind of reverse advisory role, South Vietnamese military intelligence detachments worked directly with American formations at the level of independent brigade and above.

In the end, it was not enough. Although Army intelligence provided the higher commanders with significant forewarnings of the 1968 Tet Offensive, they underestimated the intensity of the enemy attack. Army intelligence provided the kind of warning before Tet in 1968 that it

had been unable to furnish before the Battle of the Bulge in 1944. However, despite the similar military outcomes of the Tet and Ardennes counteroffensives—in each case, the enemy scored some disconcerting gains, but paid for them with disproportionate losses—Tet did something the German Ardennes offensive had not: it convinced the home front the war could not be won. The fighting went on, but negotiations and a program of Vietnamization became the order of the day. As the American military presence in South Vietnam shrank, so did the presence of Army intelligence. The last Army intelligence elements left South Vietnam in 1973, following the signing of the Paris Peace Accords.



(Photo by Spc. Patrick Christian)

An RTO and his commander await the second wave of combat helicopters of the 1st Air Cav Div on an isolated landing zone. Army intelligence provided information during Operation Pershing, a search and destroy mission on the Bong Son Plain and Lao Valley of South Vietnam.



The proud soldiers of the 66th MI Group pass in review at their Redesignation Ceremony.

66th MI Brigade Redesignated

Story and photo by
Staff Sgt. Thomas Varichak
(Condensed from *The Dagger*)

With INSCOM commander Brig.Gen. Trent Thomas in attendance, the 66th MI Brigade was redesignated June 22 as the 66th MI Group, Augsburg, Germany. During the ceremony, the 18th and 204th MI Battalions received Germany's Cold War Streamer from Brig. Gen. Werner Jarosch. This rare award recognized the outstanding work of both units since their activations 50 years ago. "We are fully aware...the reunification of Germany would not have been possible without your help. So we have good reason to show the world that we are grateful, and take pride in you," said Jarosch.

Lt. Col. Glenn Desoto, 18th MI Battalion commander, and Lt. Col. Avery Allison of the 204th MI Battalion, then cased their battalion guidons and presented them to Col. Steven Argersinger. DeSoto took command of the Operations Battalion in July. Guests then witnessed the unfurling of the new MI Group's guidon.

General Thomas used the occasion to praise the soldiers of the 66th saying, "All of you have good reason to be proud. I can see that pride in the outstanding formations you've turned out here today. I wish the 66th MI Group continued success. To those of you here and, especially, to those of you who are now deployed: You are the tip of our blade in Europe and what you are doing in

support of peace and freedom is truly great stuff."

The units passed in review accompanied by the 3rd Infantry Division, Weurzburg, Germany.

The assets of the 66th MI Group continue to support U.S. Army Europe, the European Command, NATO and the national community. The Group's personnel and intelligence handling equipment permit it to link the Joint, Theater and Tactical echelons and to leverage systems in support of the theater and tactical commanders.



Staff Sgt. Thomas Varichak is
editor of *The Dagger*.

Priming the Pump

By Chaplain (Col.) James E. Russell Jr.

Have you ever heard the story of "Desert Pete?" For years Desert Pete lived in a remote area of the Mohave Desert in California. He dug a well in the desert and made his home into a small oasis for thirsty travelers. The day came when Desert Pete died and folks wondered who would take care of the only good, deep well in the desert.

Desert Pete, concerned about future travelers, had pondered this thought prior to his death. I am told that if you come across his well you will still find the long-handled pump, capable of bringing the cold water from the deep to a thirsty traveler. However, you will also find a note in an old tin can tied to the pump.

The note says, "Dear Traveler: At the front of the pump there is buried a quart of water. You must use this water to prime the pump. Do not drink it. The well has never gone dry. Do not drink the water! You will need all of it to prime the pump. Have faith. Pour the water in so that it wets the leather washers, wait for a minute and then pump like crazy. If you do this, you will get cold water. When you have had enough, fill the jar and put it where you found it for the next traveler. Signed, Desert Pete."

Desert Pete had the right idea. To provide for those who will come after us is pertinent for the future. To make things better is essential for our homes, our communities, and especially for our Army. It means taking care of what we have, providing and improving for those who will follow.

A lot of Desert Petes are leaving the Army today. They have always provided, improved and

taken care of what they had. They have served our country in war, peace, and draw downs; as well as in the dark days of drugs and the hateful times of racism. They have made a way for us and leave our Army better than they found it 20 or 30 years ago.

Many travelers have gone before us who were not as blessed as we are today. As Desert Pete did, they thought of those to follow. They used and improved on what they had that we might be blessed to drink afresh from the fountain of life.

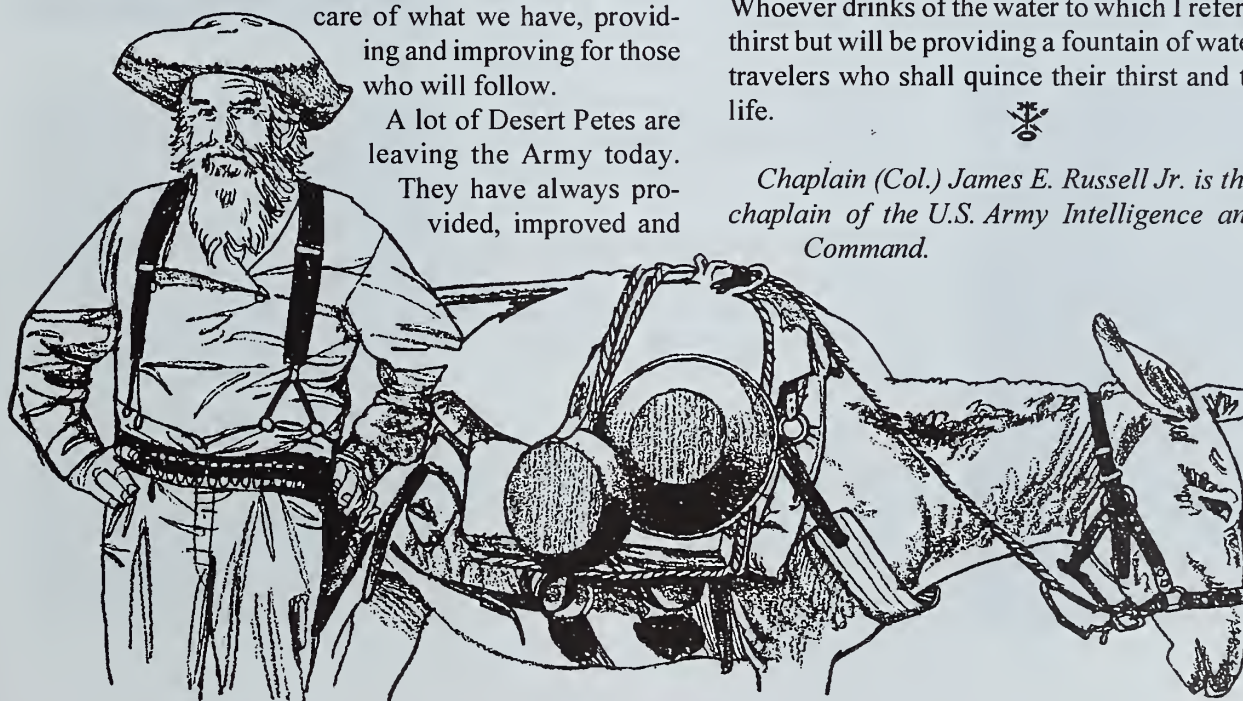
There is a crucial need today for more Desert Petes to continue the tradition of caring for those who will follow. If we do not learn from Desert Pete, we will see the day when a lonely traveler will come to the well to drink and find the water jar empty, drank by the selfish and indulgent. Several yards away, we will see the bleached skeleton of one who could not (or would not) wait or provide for those who would follow.

We must learn to properly use and improve on what others have provided for us. If not, we will be as foolish as the traveler who drank the water and neglected to refill the jar. Have faith. Use discipline. Even a taste ahead of time could be the amount that is essential to prime the pump for the future.

Whoever drinks of the water to which I refer shall never thirst but will be providing a fountain of water for future travelers who shall quince their thirst and therein find life.



Chaplain (Col.) James E. Russell Jr. is the command chaplain of the U.S. Army Intelligence and Security Command.





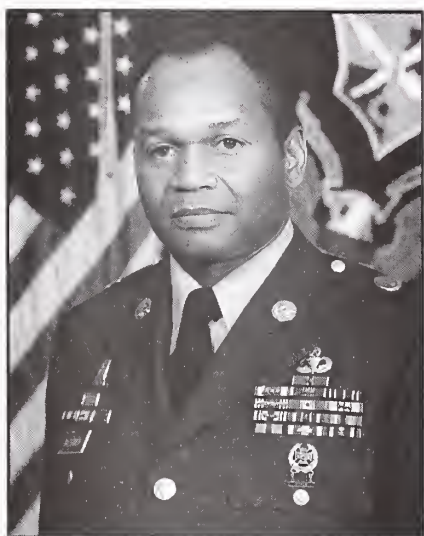
U.S. Army Intelligence and Security Command Senior Leaders



Brig. Gen. Trent N. Thomas
Commander, INSCOM
Fort Belvoir, Va.

Most Challenging Issue: Re-engineering INSCOM, downsizing the command, and supporting warfighters while taking care of all of the soldiers and civilians in INSCOM.

Most Rewarding Army Experience: Watching the development of the leaders of tomorrow. Seeing the junior officers and NCOs with whom I served in the past now performing as battalion and brigade commanders, sergeants major, and first sergeants.



Command Sgt. Maj.
Sterling T. McCormick
INSCOM

Most Challenging Issue: Getting our soldiers through the various changes in our Army while faced with budget and resource constraints.

Our soldiers still do extremely well during these times of change. We must continue to keep our soldiers informed. It reassures them in knowing their leaders care.

Most Rewarding Army Experience: It is difficult to identify only one rewarding experience when you have been in the Army this long. Overall, I would have to say the most rewarding experience is knowing you helped make a positive influence in a soldier's career and life.



Col. Steven J. Argersinger
66th Military Intelligence Group
(Provisional)
Augsburg, Germany

Most Challenging Issue: Providing the high quality of life deserved by our single soldiers and married soldiers and their families.

Most Rewarding Army Experience: J2, Joint Task Force Provide Promise—Being responsible for intelligence used by key decision makers.



Command Sgt. Maj.
James W. Bone Jr.
66th Military Intelligence Group
(Provisional)

Most Challenging Issue: Maintaining quality of life for soldiers, civilians, and family members assigned to the brigade during this period of transition to a smaller organization.

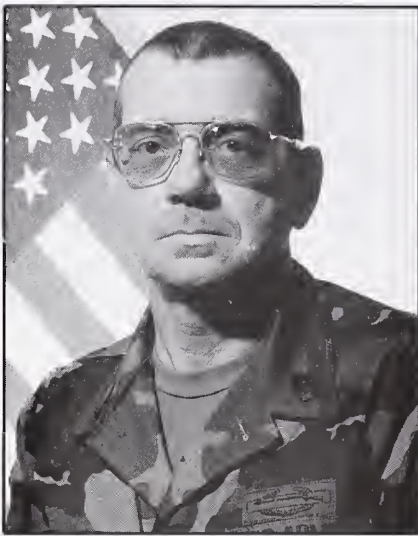
Most Rewarding Army Experience: The 34 months as a first sergeant of Company A, 204th MI Battalion. Participating in the training and execution of plans creating a premier EAC Collection and Direction Finding Company.



Col. Ronald L. Burgess Jr.
470th Military Intelligence Brigade
Corozal, Panama

Most Challenging Issue: Meeting the high OPTEMPO while drawing the unit down.

Most Rewarding Army Experience: Command.



**Command Sgt. Maj.
Herbert M. Franks
470th Military Intelligence Brigade**

Most Challenging Issue: Keeping pace with today's technology.

Most Rewarding Army Experience: Being a first sergeant because I have daily contact with the soldiers and a direct influence on their training and welfare.



**Col. Martin G. Kloster
500th Military Intelligence Brigade
Camp Zama, Japan**

Most Challenging Issue: Managing change. The right-sizing of the Army, individual career decisions, and refining the brigade's mission are all a challenge. The 500th MI Brigade soldiers, civilians and family members are doing an outstanding job in managing all these facets of change.

Most Rewarding Army Experience: Seeing how all the training, planning, and exercising pays off when needed. During Desert Shield and Storm, I was fortunate enough to deploy with a battalion that was trained, equipped and ready. This mission was accomplished, because everything we had been told for years would be there when we needed it—was.

Editor's Note: Command Sgt. Maj. was unavailable for comment.



**Col. Wayne M. Hall
501st Military Intelligence Brigade
Seoul, Korea**

Most Challenging Issue: Training my soldiers for day-to-day operation and go-to-war operations while preparing them to excel in the 21st century.

Most Rewarding Army Experience: To work with great soldiers of all ranks. I'm convinced I have the best soldiers in the Army. They are bright, energetic, innovative, and they are dedicated to our Army and what it stands for.



**Command Sgt. Maj.
Ronald W. Killion
501st Military Intelligence Brigade**

Most Challenging Issue: Ensuring soldiers are striking the proper balance between executing their daily mission and technical responsibilities with training soldier and wartime skills—and integrating the two whenever possible.

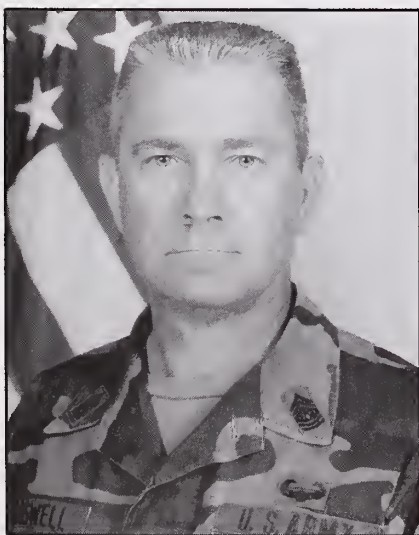
Most Rewarding Army Experience: When I was a drill sergeant at Fort McClellan, Ala., from 1978 to 1980. It was a rewarding experience to take civilians off the street and mold them into soldiers—teaching them discipline, teamwork and the traditions of the Army.



**Col. Walter V. Walsh Jr.
513th Military Intelligence Brigade
Fort Gordon, Ga.**

Most Challenging Issue: Maintaining a balance in my subordinates' lives between work and time spent outside the unit. As we downsize, the requirements are still ever increasing, thus forcing us to deploy our soldiers more often to support training exercises, satisfy AOR requirements and real world deployments. This decreases the amount of quality time soldiers can spend with their families and loved ones. It has a direct effect on motivating our good soldiers to re-enlist.

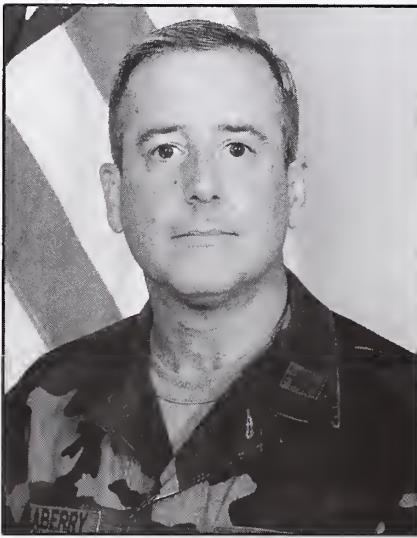
Most Rewarding Army Experience: Commanding and building great teams. There is nothing better than to take a group of individuals and develop them into a highly motivated, cohesive team. They will always exceed the standard and have fun while doing it.



**Command Sgt. Maj.
John P. Boswell
513th Military Intelligence Brigade**

Most Challenging Issue: Training the NCO Corps to meet the tough demands of a smaller Army while keeping valuable experience and know-how in the ranks.

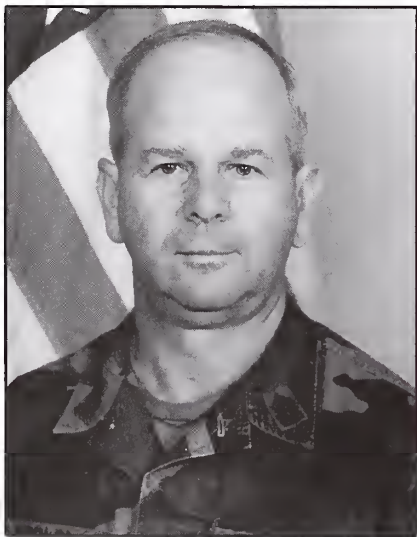
Most Rewarding Army Experience: Molding young, intelligent soldiers into strong and caring NCO leaders and officers; then watching them grow in experience and knowledge.



Col. George J. Sallaberry
702nd MI Group and Gordon Regional
SIGINT Operations Center
Fort Gordon, Ga.

Most Challenging Issue: Maintaining high levels of readiness and morale in today's environment of changing missions and reduced resources.

Most Rewarding Army Experience: The opportunity to work with the outstanding young soldiers we have in INSCOM today.



Command Sgt. Maj.
Rudy L. Brown
702nd MI Group and Gordon Regional
SIGINT Operations Center

Most Challenging Issue: Keeping our soldiers prepared for war in this time of budget constraints and the many deployments.

Most Rewarding Army Experience: Being able to take care of soldiers and their families.



Col. Robert R. Murfin
703rd Military Intelligence Brigade
Schofield Barracks, Hawaii

Most Challenging Issue: Developing and maintaining soldier skills responsive to U.S. Pacific Command and U.S. Army Pacific requirements. Particularly challenging are skills and knowledge pertinent to the countries in the region. Few Army intelligence units at maneuver echelons are authorized pertinent language skills. The 500th, 703d, and 704th MI Brigades, and the 902d MI Group must develop and sustain the skills and knowledge responsive to PACOM and USARPAC requirements.

Most Rewarding Army Experience: Command of Company E, U.S. Army Field Station Okinawa, 1974-75. Tremendous opportunity to both lead a substantive operation and command its 210 soldiers. We were all supported and mentored by outstanding noncommissioned leaders: now retired Command Sergeants Major Alex Bernard, Company First Sergeant; Ray McKnight, Platoon Sergeant; and Andy Anderson, Squad Leader. The experience was a professional hallmark for virtually every member of the unit and most especially, for me.



**Command Sgt. Maj.
Raymon V. Lowry
703rd Military Intelligence Brigade**

Most Challenging Issue: Maintaining the operational tempo and achieving a satisfactory Quality of Life for soldiers, civilians and families.

Most Rewarding Army Experience: Seeing the pride and sense of accomplishment in soldiers when they successfully overcome a challenge due to their training, initiative and professionalism.



**Col. Jerry A. De Money
704th Military Intelligence Brigade
Fort George G. Meade, Md.**

Most Challenging Issue: To refine our ability to adapt and to cope with the increasing pace of technological change. The American military bureaucracy of today is a product of a far more stable era and is designed to evolve both slowly and carefully, thus minimizing risk. In a period of extraordinary rapid technological change, particularly when DoD resources are declining, we must embrace and leverage technology; but to do so, both our organizations and our very culture must be more flexible than ever before. Historically, we have not managed change well; we must learn from those experiences. If we do, we will continue to be the best Army on the planet. If we do not, there will be another Task Force Smith.

Most Rewarding Army Experience: New York. Wheeling out of Battery Park onto Broadway and marching into a blizzard of "ticker tape" on return from Desert Storm. Watching dozens of young people spontaneously run out of the crowd to hug or shake hands of young and not so young soldiers who were strangers. Doing the right thing is what soldiers do; being recognized for it is another thing altogether.



**Command Sgt. Maj.
Francis C. Manley
704th Military Intelligence Brigade**

Most Challenging Issue: How to maintain the basic responsibilities, values and standards we have, amidst constant change at every level. Reviews of the nation's governing bodies, the roles and functions of the entire military and a widening debate of the nation's needs and interests create an impression of formless chaos. The Army's precepts are and will continue to be valid. Selfless service to our nation is a higher calling. Doing things that need to be done because it is the right thing to do is a valid basis for our lifestyle. Commitment to our nation and each other is a sacred trust we have to earn. We begin to earn that trust by meeting the standards that keep us a viable force.

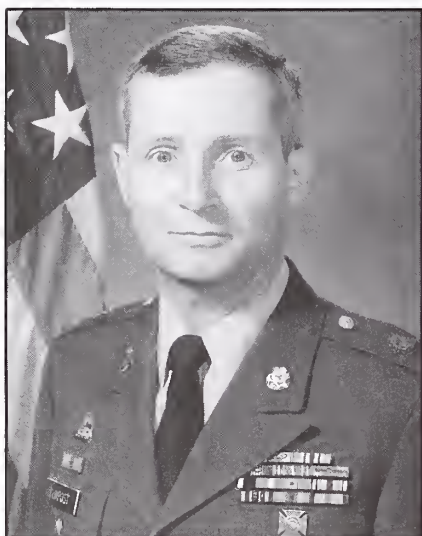
Most Rewarding Army Experience: Being a witness to a soldier experiencing learning, especially in skills, tasks or areas of knowledge the soldier did not anticipate....and then seeing that same soldier set in motion the same or similar experience for another soldier.



Col. Ronald N. Lee
718th MI Group
Bad Aibling, Germany

Most Challenging Issue: Implementing cultural change to meet tomorrow's requirements.

Most Rewarding Army Experience: Re-enlisting quality soldiers!



Command Sgt. Maj.
James R. Kumpost
Senior Enlisted Advisor

Most Challenging Issue: Communication. Given the dynamic and diverse nature of this station, communication and facilitating communication will likely be the most challenging issue I face.

Most Rewarding Army Experience: Meeting old friends, some service members, some civilians—folks who, over the years, have grown and matured in their professions and are now serving in senior leadership positions.



Col. John E. Swift III
902nd Military Intelligence Group
Fort George G. Meade, Md.

Most Challenging Issue: Protecting the 21st century force.

Most Rewarding Army Experience: Retreat Ceremony on the 4th of July.



**Command Sgt. Maj.
Benny C. Gibson
902nd Military Intelligence Group**

Most Challenging Issue: Retaining good quality soldiers for the Army of the future.

Most Rewarding Army Experience: Being a part of developing junior soldiers to become NCOs and mentoring those NCOs to become senior NCOs.

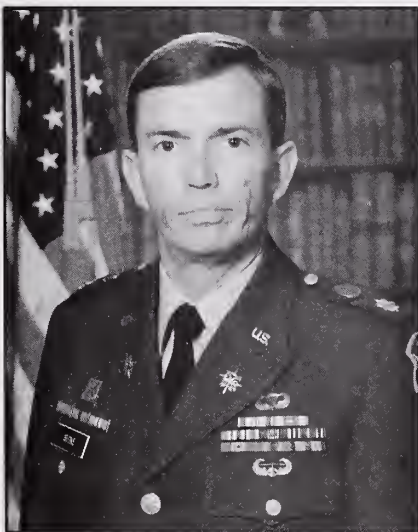


**Col. Robert Reuss
National Ground Intelligence Center
Charlottesville, Va.**

Most Challenging Issue: Downsizing and its impact on mission and personnel.

Most Rewarding Army Experience: Commanding a tactical MI unit—Desert Shield/Desert Storm.

Editor's Note: Sgt. Maj. George Peeterse, National Ground Intelligence Center, was enroute to station at time of publication.



**Lt. Col. Geoffrey L. Irons
U.S.A. Studies and Analysis Activity
Falls Church, Va.**

Most Challenging Issue: Surviving in the “Inside the Beltway” environment.

Most Rewarding Army Experience: Helping to transform a young and inexperienced battalion staff into an effective combat-ready team that deployed to Saudi Arabia and excelled during operations Desert Shield/Desert Storm.

Editor's Note: This unit has no command sergeant major.



Lt. Col. Kathleen D. Heaney
INSCOM Training and Doctrine
Support Detachment
Fort Huachuca, Ariz.

Most Challenging Issue: Maintaining morale and readiness in these times of cutbacks.

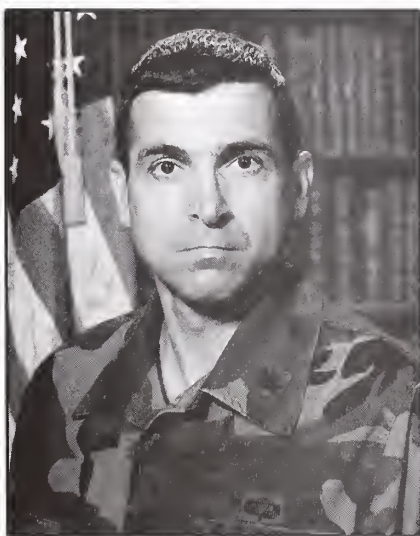
Most Rewarding Army Experience: Working closely with joint and Allied Forces during Desert Shield/Desert Storm.



Master Sgt. Jerry B. Quinn
Chief Intelligence Sergeant
INSCOM Training and Doctrine
Support Detachment

Most Challenging Issue: Ensuring young soldiers trained at the U.S. Army Intelligence Center and School at Fort Huachuca, Ariz., are ready to meet INSCOM's high and exacting standards.

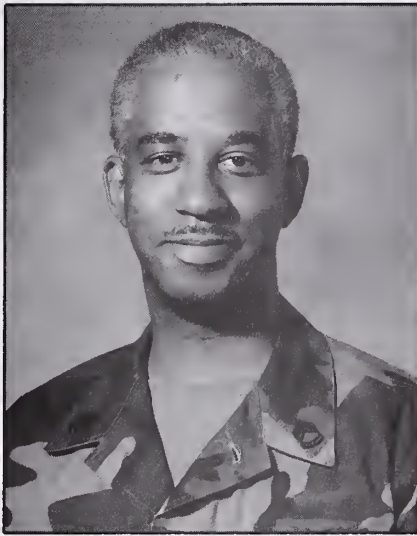
Most Rewarding Army Experience: After much negotiating with the brigade command sergeant major, moving my battalion's soldiers out of sub-standard living quarters into new barracks in Panama in 1992.



Col. Nicholas J. Ciccarello
Foreign Counterintelligence Activity
Fort George G. Meade, Md.

Most Challenging Issue: Retaining highly qualified soldiers and civilians in an era of downsizing with the potential erosion of benefits. I see a diminution of operational capability as we allow some of our most seasoned intelligence professionals the choice to leave early for retirement. I faced the decision to leave almost 20 years ago, and a wise old colonel advised me not to stay on active duty "unless it was for service to nation." Sadly, that reason alone no longer retains soldiers as it did 20 years ago.

Most Rewarding Army Experience: As an officer in the greatest Army on this planet, I have had many rewarding experiences. Every time I re-enlist a soldier, promote an officer or NCO or present an award to one of my people, I am gratified and excited for them and for the Army. Truly, the most rewarding Army experience, however, that continues to stand out above the rest for me is that of taking command. Each of the five times that I have taken the flag and handed it to my superior, I have been part of something very special; taking care of people and promoting the Army ethic. There can be no greater reward than accomplishing those missions.



Sgt. 1st Class
Charles J. Johnson
Foreign Counterintelligence Activity

Most Challenging Issue: The effect the drawdown on the forces today. To cut and streamline the forces may be our goal, but we also must be cognizant of the effect it will have on our maturity and leadership capabilities as well as our strength in numbers.

Most Rewarding Army Experience: Being selected by my commander as the Detachment Sergeant for this command. To be the senior leader of any command is an achievement everyone should cherish. This is another step closer to my personal goal of becoming a command sergeant major and senior leader of a major command of the Army.



Col. Raymond J. Cully Jr.
U.S. Army Field Support Center
Fort George G. Meade, Md.

Most Challenging Issue: Interoperability in the joint and inter-agency arena.

Most Rewarding Army Experience: Watching the Army's performance in Desert Storm.



Command Sgt. Maj.
Dexter N. Mohr
U.S. Army Field Support Center

Most Challenging Issue: Developing leaders sufficiently competent and concerned to merit the opportunity to lead today's soldiers.

Most Rewarding Army Experience: Continually seeing the success of those soldiers who show they are alert, obedient, dependable, loyal and team-oriented, the five qualities of a good soldier.



Col. Charlotte J. Cochard
U.S. Army Cryptologic Support Group
U.S. Army, Europe

Most Challenging Issue: Working and living in a system that tends to treat people as an expendable and replaceable commodity and where the measure of success is rank and recognition. That environment makes it difficult, sometimes, to remember that each of us is unique and has an important part in the whole. When we forget that, we take on an exclusive attitude toward operations, rather than an inclusive one that encourages and empowers individuals and teams to learn and grow.

Most Rewarding Army Experience: It is not a single event, but one that, thankfully, happens again and again. It is seeing a group of people—a section, an office, a unit—learn and grow and together accomplish extraordinary things, which no one alone could accomplish.



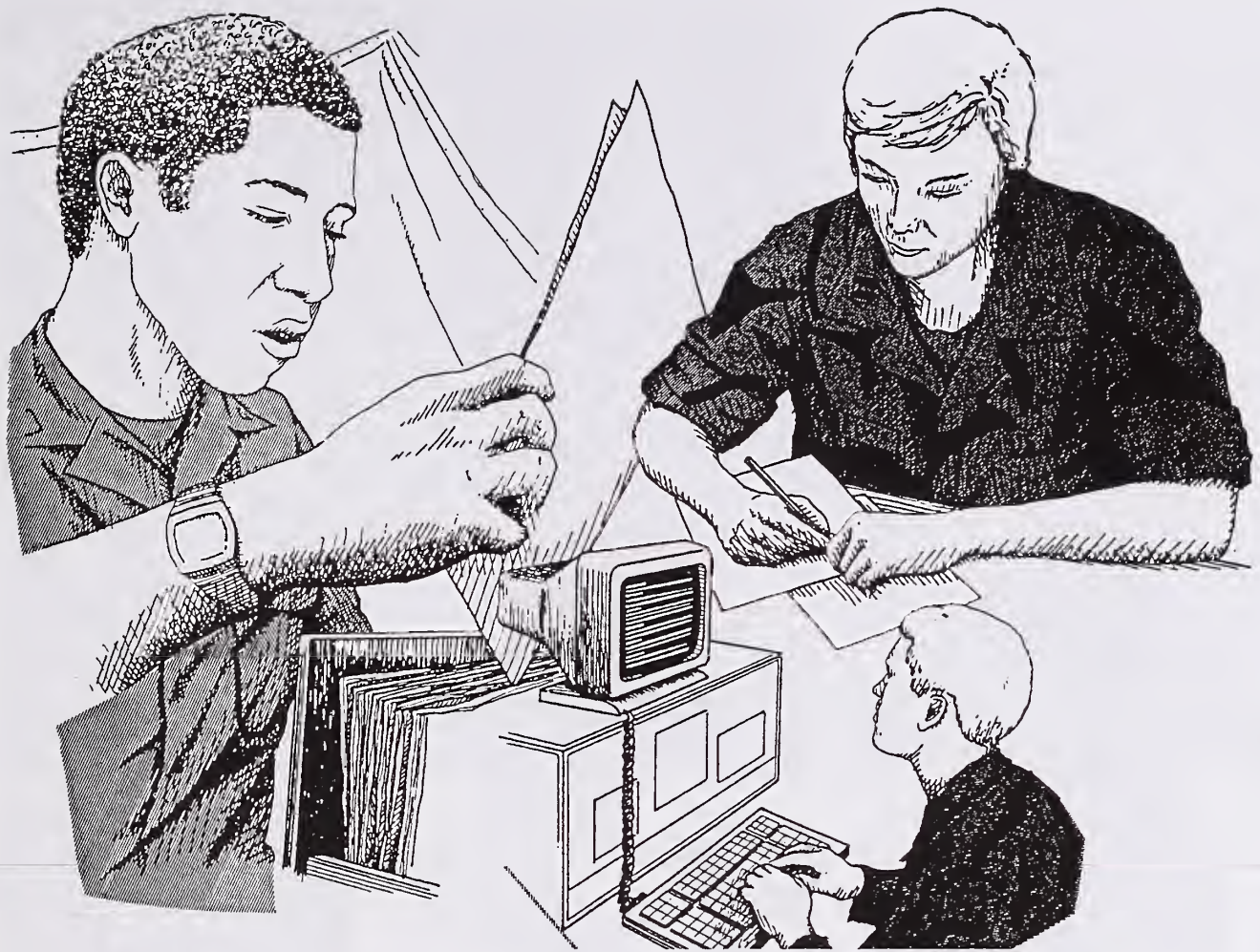
Master Sgt. Brenda L. Lurie
U.S. Army Cryptologic Support Group
U.S. Army, Europe

Most Challenging Issue: Convincing politicians there is a need for maintaining a ready and trained armed force. With so much emphasis being placed on reducing the national deficit, I'm afraid the politicians will not know when to stop cutting the defense budget. Once the cutting finally stops, we will be left with a force that is ill equipped and not prepared to enter into any kind of conflict.

Most Rewarding Army Experience: Watching young soldiers succeed and knowing that I may have played a very small part in their success. I enjoy helping soldiers, whether it's learning how to march or how to properly report intelligence information. It's great to be able to give back something that has been given to me over the years.

Maintaining a strong, viable force during this period of transition is a tough issue for all Army leaders. We can't just downsize and keep operating in the same way; we have to redesign our Army to meet the needs of tomorrow. I firmly believe the INSCOM leaders are the best in the Army and they have the best interests of their soldiers and civilians at heart. All of the INSCOM commanders have voiced their concerns about losing good people as we transition to INTEL XXI. That's one of the ways I measure quality leadership...they still care and they all fight for all their people.

—Brig. Gen. Trent N. Thomas



Intelligence Oversight Training

(a.k.a. killing two training birds with a one session stone)

By Major Randy Brown

Recently, while visiting a non-INSCOM unit, I had the opportunity to observe intelligence oversight (IO) training. This organization tasked all its personnel to attend one of three training periods. While each training session was scheduled for one hour, work time lost amounted to much more. Travel time for off-site personnel to get to the training site took 30 minutes to one hour.

One thousand workers were off-site; this equals a minimum of 2,000

hours required to train personnel on one subject. Unfortunately, intelligence oversight is one of about a dozen required subjects mandated for annual training. Multiply 2,000 hours by 12 subjects and you have committed 24,000 man-hours to train off-site personnel.

I began thinking about the IO training I have reviewed and inspected at the various INSCOM units over the last few years. Across the board, INSCOM units take IO training very seriously; they always meet the annual requirements. The better units approach training with

vigor, originality, and in some cases, high technology.

One INSCOM unit plans, organizes, and conducts a special training week each quarter using a unique approach. Instead of presenting training in the platform instruction method, this unit integrates the required intelligence oversight training into mission/tactical training.

Take for example a training requirement for both physical surveillance techniques and intelligence oversight. While most units would schedule two separate classes, the unit I observed integrates both

classes and other training requirements into one session. During their training week, a counterintelligence team is assigned a surveillance mission. Not only do the counterintelligence agents plan and conduct the surveillance, they must also complete all the coordinating steps. They research the legality of the surveillance and coordinate with the judge advocate general's office and the intelligence oversight officer.

While this method is very positive for operational units, headquarters elements provide additional headaches for the training officer. Training headquarters personnel, who are often senior and always busy, is never easy. Just assembling 80 percent of those present for duty at any one time is challenging. One very successful technique used by some of our fixed sites involves computer-based training.

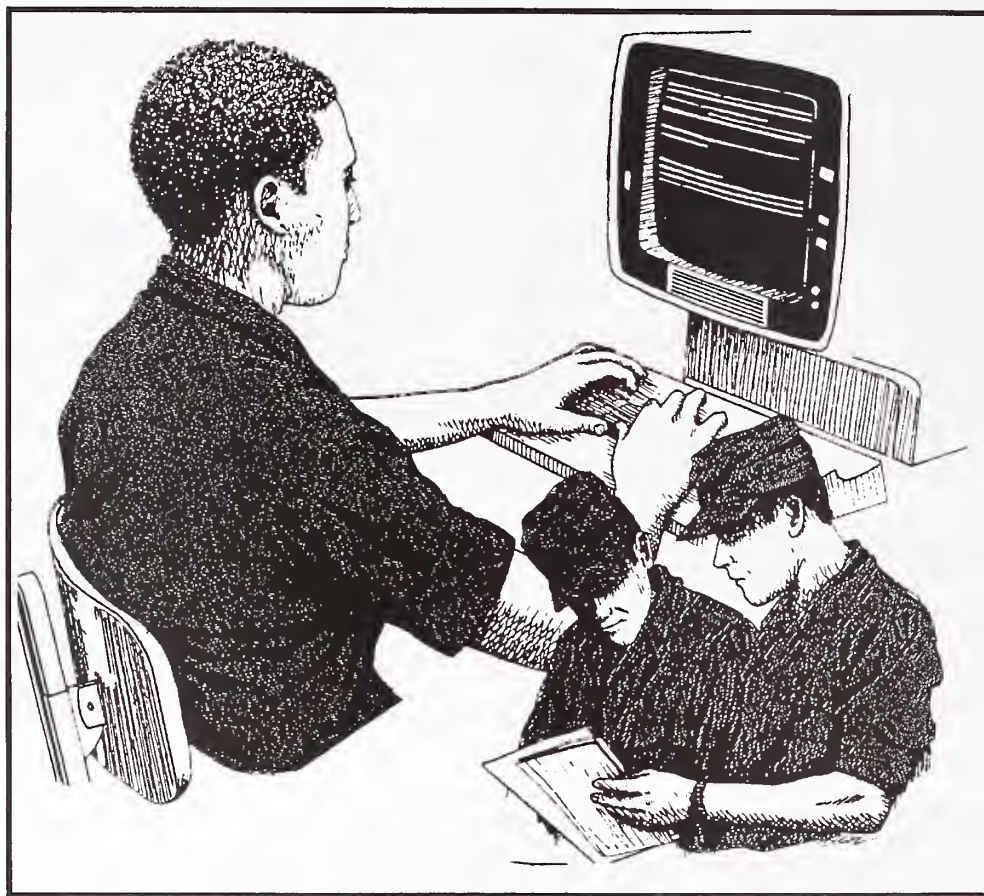
local area network (LAN), any day or at any time. This proves effective for shift workers and those assigned to remote sites. In addition, the training data base maintains a record of all personnel successfully passing the course. I stress **passing** the training, not merely attending a training session. One of the training programs I reviewed divided the training into unique blocks. Training was progressive; workers must complete each block in sequence. They must first pass an on-line test before moving to the next block.

This computer-based training technique will become more useful not only to IO but for all required training. As more personnel cuts are made, there will be less time available to assemble large groups for required training. This flexible, computer-based training can be as challenging and interesting as desired. With the plethora of inexpensive expert system and artificial intelligence shell programs in the marketplace, more computer-based training programs will be developed and used by INSCOM units.

Intelligence oversight training can be presented in a variety of ways. Some techniques are more suited for some units than others. In all cases, the training must be tailored for the target audience. With a little imagination and originality, intelligence oversight training can be timely, meaningful, and fun.



Maj. Randy Brown is the intelligence oversight officer at INSCOM headquarters.



Soldiers receiving this type of intelligence oversight training report a better understanding of intelligence oversight in general. They must use AR 381-10, Subject to U.S. Army Intelligence Activities, and the INSCOM Intelligence Law Handbook to develop their surveillance operations and coordinate their plans with the staff. They consider this "hands-on, minds-on" training more meaningful than platform instruction.

Since virtually every person assigned to these units has access to a computer, special training programs have been created for AR 381-10 and USSID 18, Legal Compliance and Minimization Procedures. Everyone must complete the training.

This computer-based training is effective because the training is flexible. People can complete the training at any workstation on the



Left: Students of Markham Elementary School discuss butterflies with Brig. Gen. Trent N. Thomas. The general also read the book, "Chrysanthemum," to the class (below right). (U.S. Army Photos)



Steven A. Nieto (right) thanks the general for reading to his first grade class.

A "First Class" Reading!

By Shirley K. Startzman

“Why don't we invite the general to read to us?" was the question that started it all at Markham Elementary School at Fort Belvoir, Va. For Deborah A. Thrift's first grade class, the excitement began when Steven A. Nieto, son of Capt. Anthony J. and Karen Nieto, wrote the invitation and delivered it by messenger.

As INSCOM headquarter's adopted school, Markham Elementary School is very special to Brig. Gen. Trent N. Thomas, INSCOM commander. He wanted to show the students how important it was to learn to read well, so he accepted their invitation immediately.

Thomas wasn't the only one interested in doing a good job. Thrift's class learned how to behave when special visitors arrive. They placed name tags on their tables, so the visitor could call each student by name.

The class selected the "right" reading material, "*Chrysanthemum*," a story about accepting your name even if it is unusual. The first graders showed Thomas their butterfly garden, and explained the four stages of a butterfly's life. Thomas asked all the right questions about the caterpillar's progress, including, "What does a caterpillar eat?" The students had all the right answers, including what *they* liked to eat for lunch.

When the visit was over, the students looked forward to the second grade...and picking another book for the general to read.



Mrs. Startzman is editor of the INSCOM Journal.



Kid's Corner

Army XXI Changes:

Straight from the ~~Horses'~~ Mouths! Kids'

Everyone from the Army chief of staff down to the newest recruit has an opinion about the soldiers the Army will field in the next 10-to-20 years. The *INSCOM Journal* staff learned about another population group which has very definite ideas of how to make the Army work smarter and still focus on the quality of life.

We asked the sons and daughters of INSCOM soldiers to tell us what they would change to improve the Army if they could be "general for the day." We also asked these "future soldiers" what was really good about the Army. Their answers appear in the following paragraphs. When we asked parents for written "clearance" to publish their kids' ideas, one anxious parent wrote: "By way of disclaimer, the views of our son do NOT necessarily reflect the views of his parents—and this is more frequently the case as he grows older!"

Read on for the "unvarnished" truth, contributed by Staff Sgt. Thomas Varichak, 66th MI Group.



Jennifer English, 11-year-old daughter of Chief Warrant Officer Deborah English, 66th MI Group, wanted a definite change. "The times

people have to work. Because my Mom gets home too late and we don't have enough time to spend together," she said.

Scott Rollis, 7-year-old son of Chief Warrant Officer Devon and Mary Rollis, Company A, 527th MI Battalion, thought cross-training was the answer. "I would switch the ranks and make some generals and some warrant officers," he said.

Jason Clemons, 10-year-old son of 1st Sgt. Daniel and Ilona Clemons, Company A, 204th MI Battalion, thought he had all the benefits. "I have certain privileges that civilian kids don't have. I can see the places where soldiers work and I get to go to organization day picnics," he said.



Richard Gonzales, 9-year-old son of Chief Warrant Officer Richard and Sarah Gonzales, Headquarters and Headquarters Company, Operations Battalion, 66th MI Group, went to the heart of the matter. "I would take a poll to see what people want or need for their communities. And then if there was something wrong, I would have it fixed," he said.

Francesca Sultzer, 9-year-old daughter of Staff Sgt. David and Loretta Sultzer, Company

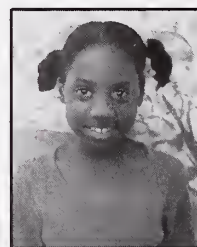
B, 527th MI Battalion, thought physical training could be improved. "We would exercise more. I would have soldiers do twice as many push-ups. We would do more typing exercises, so your fingers get stronger," she said.



Leslie Chandler, 12-year-old daughter of Maj. Tom and Wendy Chandler, Detachment 15, 66th MI Group, anticipated the good times. "Shorter

work times, so you can spend more time with your parents," she said.

Adrian Green, 10-year-old daughter of Staff Sgt. Rosaland and Robert Green, 66th MI Group, knew the Army travelled on its stomach. "Lunch hours for



Army people should be longer. I would like to make them two hours so I could have lunch with my parents," she said.

Letitia Hopkins, 8-year-old daughter of Sgt. Ronald and Carmen Hopkins, Company A, 527th MI Battalion, thought soldiers worked too much. "Soldiers should have half the day off so they can spend more time with their families," she said.



Nik Nutting, 11-year-old son of Master Sgt. Kent and Becky Nutting, Augsburg, Germany, showed definite signs of progress: "I would

train my troops so they would be ready for war and I would make government housing bigger because some families can't fit in it," he said.



Accident Rates Up

The number of soldiers killed in privately owned vehicles has increased over the last five years. The most common causes of the accidents were speed, fatigue, and alcohol. The most common accident scenario involves a soldier driving too fast after having too much to drink. The most common victim is a male, private through sergeant rank, 19-to-24-years-old, who drives between 2200 Friday and 0730 Monday.

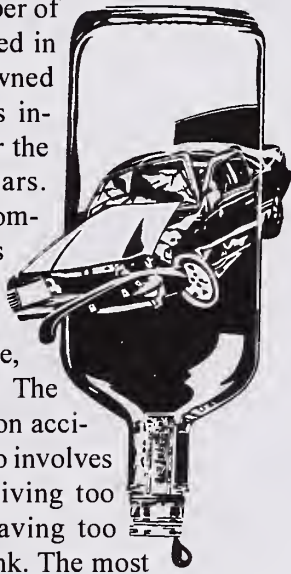
Four other categories of soldier-fatality rates have dropped in the last five years: aviation, tracked vehicle, wheeled vehicle and personnel injury.

Army Safety Center experts urge leaders to continue using the designated-driver programs and unit-on-the-spot safety inspections as starting points to identify drivers at risk. (Army Ground-Accident Report Countermeasure)

Slam and Jam Anti-lock Brakes

If your car is equipped with anti-lock brake systems (ABS), you know the system keeps the wheels from locking and prevents the ensuing skid after you slam on the brakes. If you pump the brakes after hitting the pedal, the system does not work.

ABS "pumps" the brakes the way you were once taught to do. In the panic of the moment, you may forget the ABS will take over if you hold the brake pedal down. If you pump the brakes instead of applying steady pressure, the ABS *will not*



pump. The vehicle will then take longer to stop and may end up in a skid—the very condition ABS was designed to prevent. So next time you have to brake quickly, just slam on the brakes and hold the "pedal to the metal" floor board! (Army Ground-Accident Report Countermeasure)

Recycling Pays

According to Air Force Lt. Col. C.D. Worthy, AAFES' staff environmental engineer, the price for recyclable materials is up significantly. "The price for recyclable paper, for instance, has more than quadrupled in the past year. Cardboard used to be about \$25 a ton, now it's \$190 a ton," said Worthy. AAFES continues to look for ways to use their recycling programs to benefit soldiers and the environment. (Rudi Williams, American Forces Information Service)



Students Get Free Ride Home

Are you stationed overseas with a child enrolled in state-side schools? Your dependent student is authorized one funded round trip within a fiscal year between the school and your overseas duty station.

Funded student travel is available for unmarried family members under age 23 who are command sponsored. Children from previous marriages whose primary residence is with the divorced parent living in

the United States, do not qualify for funded student travel.

To benefit from this program, you must meet specific requirements. You must complete form AE 325-1 dated Sept. 89 (this form adds the student's social security number).

To get more information, contact your PAC. (The Dagger)

CHAMPUS Fraud Costly

Officials believe fraud costs CHAMPUS over \$300 million a year, and they plan to stop it. The FBI has been working with DoD to catch companies and individuals involved in fraud. At the CHAMPUS office in Aurora, Colo., the Program Integrity Branch is the administrative hub for fraud investigations.

INSCOM soldiers and family members using CHAMPUS can help alleviate fraudulent claims by paying attention to their explanation of benefits, which documents the date of service, the amount billed and the amount paid.

"One man called after receiving his Explanation of Benefits...the man reported he hadn't received the services indicated. This phone call resulted in a \$50 million judgment for the government," said Rose Sabo, who directs the CHAMPUS Program Integrity Branch.

CHAMPUS beneficiaries and others who suspect fraud can report it by calling the DoD Hotline for fraud, waste and abuse: 800-424-9098. (Evelyn D. Harris, American Forces Information Service)

One Letter Makes a Difference

In the *Calendar of Events* column of our July-August edition, the Aug. 2 item should have read "5th Anniversary, Iraq invades Kuwait. Using an 'n' in Iraq instead of a 'q' made a world of difference. We apologize for the error.

Quality Soldiers Need Quality Leaders!

By Command Sgt. Maj. Sterling T. McCormick

(Photo by Shirley Startzman)

The grooming of quality soldiers starts with quality leaders. Our noncommissioned officers are charged with the responsibility of being leaders. We must have skilled, determined soldiers, directed by leaders who know how to lead.

Most of our leader tasks have not changed since our Army was established. These tasks include accomplishing the mission, taking care of soldiers, and training soldiers to standard.

Of all the complex equipment in the Army's inventory today, the ultimate Army weapon is the soldier. As leaders, we cannot become so involved in our own personal goals and initiatives that we overlook the needs of our soldiers. If you really want to know what soldiers need, ask them. They should have enough confidence in your leadership to tell you what is on their minds. You may not be able to provide an immediate solution to all of their needs, nor agree with some of their ideas, but they respect the leader who took the time to care and ask their opinion. Most good suggestions, in the making of a well-run organization come not only from the leaders, but from the soldiers as well.

Leaders must listen to soldiers and tell them the truth about their goals, objectives, and professional development. As leaders, we should not pass our own "hard work" up the leader chain. Being a leader is never easy. We have to try to resolve our issues at the lowest level. Remember, any problem important to a soldier should be important to a leader.

Leaders should accomplish necessary one-on-one counseling with soldiers. This allows the leader to be accessible to their soldiers, know their soldiers, and accomplish some professional development with them.

Timely submission of NCOERs and assuring soldiers meet qualification standards for Army schools are also major roles of the leader. Developing our soldiers to be future leaders helps the growth of our Army.

Training goes hand-in-hand with taking care of our soldiers. Soldiers take for granted their leaders know their own jobs and are able to teach the soldier a specific job. Soldiers who are technically and tactically proficient ensure they and their fellow soldiers are prevented from becoming unnecessary casualties.



Command Sgt. Maj. Sterling T. McCormick

The intent of "self-development" is *not* to provide a tool for leaders to shirk their responsibilities to develop soldiers. It is true our soldiers have a major role in keeping themselves proficient and competitive, but our soldiers draw the most important training and knowledge from leader experience.

"Leaders can expect soldiers' loyalty...if the soldiers can count on theirs."



Calendar of Events

September 1995

National Hispanic Heritage Month

National Literacy Month

Baby Safety Month

- 4 Labor Day (Federal Holiday)
- 10 National Grandparents Day
- 17-23 Constitution Week
- 15 POW/MIA Recognition Day

23 Army Intelligence Ball, Alexandria, Va.

- 28 Two U.S. Army planes land in Seattle, Wash. completing first round-the-world flight (elapsed time: 175 days), 1924
- 29 U.S. War Department establishes Regular Army, 1789

October 1995

National AIDS Awareness Month

Computer Learning Month

Energy Awareness Month

- 8-14 Fire Prevention Week
- 9 Columbus Day (Federal Holiday)
- 12 Columbus Day (Traditional)
- 15 Army Ten-Miler, Washington, D.C.
Mati Hari executed as spy, 1917

16-18 AUSA Annual Meeting, Washington, D.C.

- 24 United Nations Day
- 31 Halloween

1995

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COMMANDER
USA INSCOM
ATTN IAPA
8825 BEULAH STREET
FORT BELVOIR VA 22060-5246



Vietnam

FLARE

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*Words may be read straight across, backward, up, down or diagonally.
The solution is on page 5.*

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Embassy
Vietcong
NguyenVanThieu
IntelCorpsGroup
Techintel
McChristian

Combat
Cambodia
helicopters
Saigon
MekongDelta
Combatsupport
Radioresearchunit
ArmySecurityAgency
TonSonNhut

SEATO
Vietnam
groundforces
guerrillas
DemilitarizedZone
unilateral
aerialrecon
PhuBai
ParisPeaceAccord

NATO
NgoDinhDiem
ceasefire
paratroopers
Tet
POW/MIA
Fieldarmy
Montagnards
TonkinGulf